

2018 California Higher Education Collaborative Conference

SONOMA STATE UNIVERSITY

OCTOBER 1-3, 2018

A solid orange horizontal bar at the bottom of the slide.

Your **STAFF** at work

RULES

ANGELA SONG, PHD

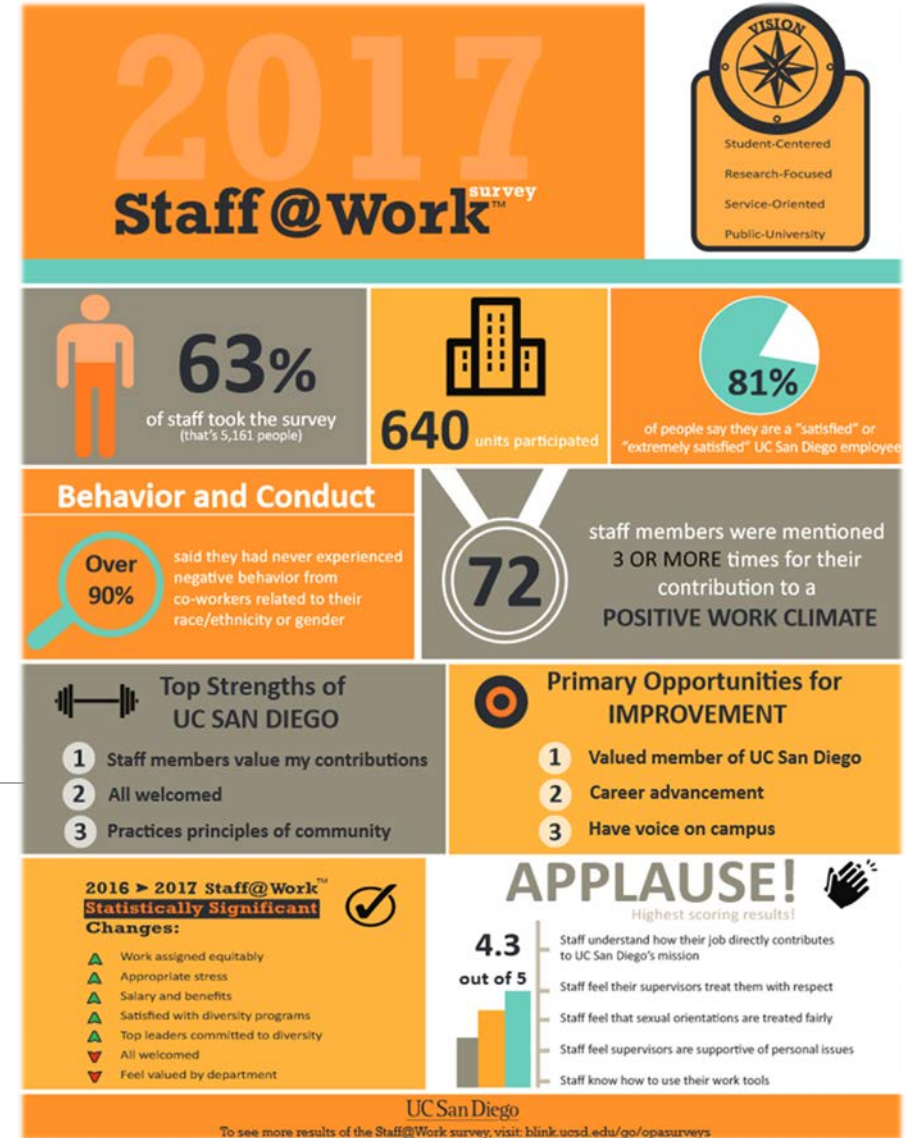
SENIOR DIRECTOR OF ORGANIZATIONAL ASSESSMENTS AND STRATEGY

OFFICE OF OPERATIONAL STRATEGIC INITIATIVES

UC SAN DIEGO

Staff@Work Survey

MEASURING WORK CLIMATE:
WHY, WHAT, HOW, NOW WHAT?





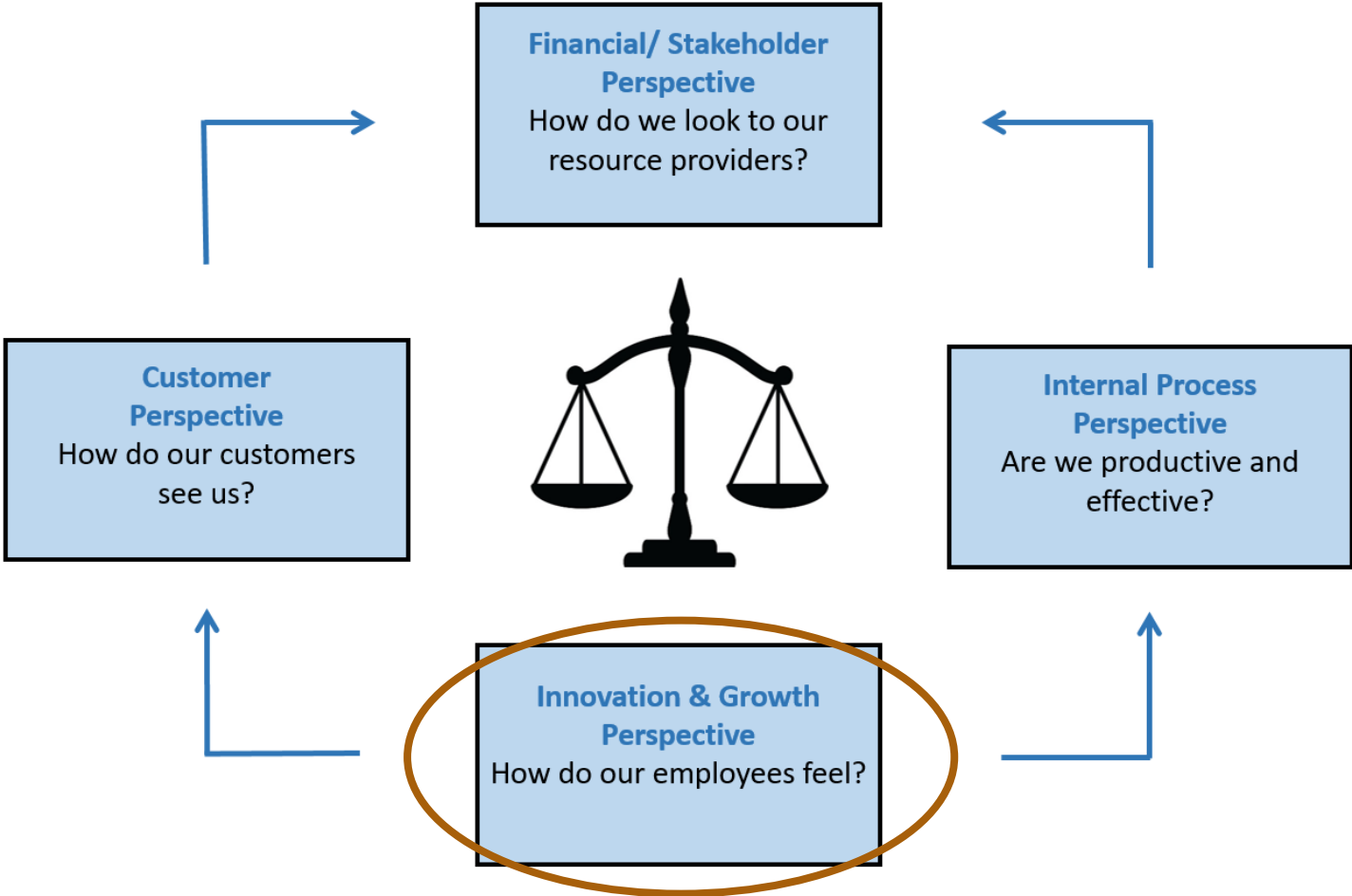
UC San Diego's Survey Program Evolution – it all began 25 years ago

1993



1993

UC San Diego's Survey Program Evolution – it all began with the Balanced Scorecard



In today's workforce, there's a disconnect between why executives THINK employees leave and why they actually do.

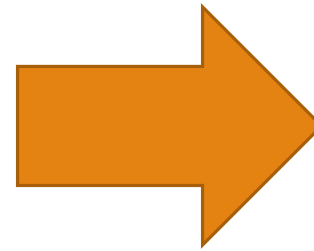


Why?

WHY IS EMPLOYEE SATISFACTION AND WORK CLIMATE IMPORTANT?

Model of work environment and job satisfaction

- Top Management
- Department effectiveness
- Supervisor effectiveness
- Relationship with co-workers
- Esteem needs



- Employee loyalty
- Sense of ownership
- Level of commitment
- Efficiency & Effectiveness
- Productivity



Disengaged workers cause **massive losses in productivity** – between \$450 and \$500 billion a year (Mental Health America)

92% of employees say showing empathy is an important way to advance employee retention (Businessolver)

It can **cost 33% of an employee's salary** to replace him/her (HR Dive)

76% of employees who do not feel valued are looking for other job opportunities (Lifeworks)

46% of HR leaders say employee **burnout** is responsible for up to half of their annual workforce turnover (Kronos)

75% of the causes of employee turnover are preventable (HR Dive)

63% of employees who say **processes for advancement** are not clearly defined are looking for new jobs (Nintex)

Happiness led to a 12% spike in productivity while unhappy workers proved 10% less productive (University of Warwick)

49% of employees cited coworkers as a reason to stay over salary (Ceridian)

67% of employees whose manager focuses on his/her **strengths are engaged** (Gallup)

78% of employees who say their company encourages creativity and innovation are committed to their employer (ReportLinker)

Work Environment is the number one cultural factor that impacts happiness (Tinypulse)

Employees who feel their voice is heard at work are 4.6 times more likely to perform their best work (Salesforce.com)

80% of employees felt more engaged when their work was consistent with the **core values and mission of their organization** (IBM)

Satisfied employees:

- ❖ Are more productive (University of Warwick)
- ❖ Come to work more regularly (University of the Western Cape)
- ❖ Are less likely to leave for another job (Columbia University)

Staff@Work Survey for Strategic Plan alignment

POSITIVE
WORK
CLIMATE



GOAL 2 of UC San Diego's Strategic Plan—

“Cultivating a **diverse and inclusive university community** that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all”

CONTINUOUS
IMPROVEMENT

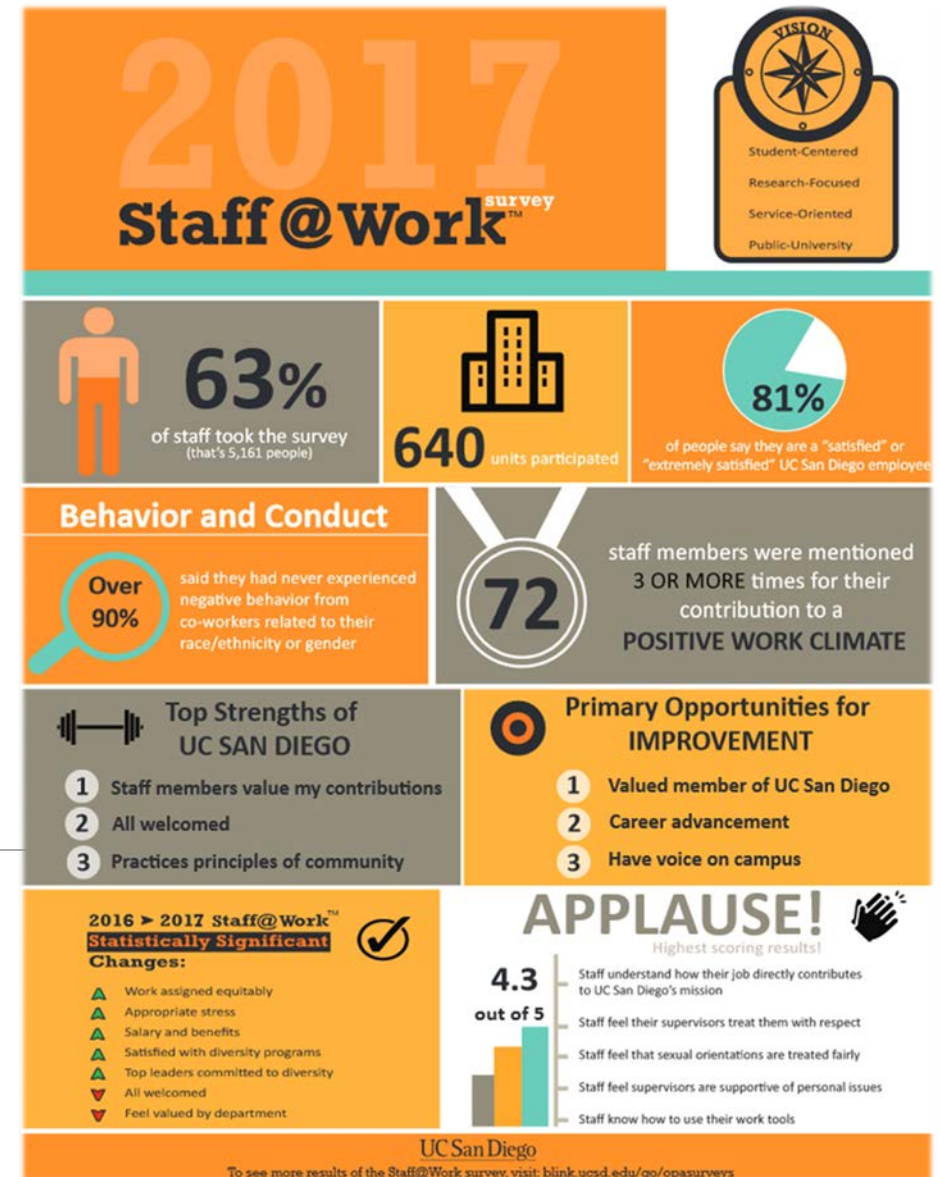


GOAL 5 of UC San Diego's Strategic Plan—

“Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, **people**, and financial stewardship”

What?

WHAT IS THE STAFF@WORK SURVEY?



What makes the Staff@Work Survey different?

1. It is **ANONYMOUS** (not just confidential)
2. It is specifically designed for **HIGHER EDUCATION**
3. Customized reporting hierarchies enable **INSIGHT AT THE UNIT LEVEL** (ie supplements the UC CUCSA survey)
4. Only survey of its kind that also includes validated **EQUITY, DIVERSITY, AND INCLUSION** items
5. Only survey of its kind that includes a **EMPLOYEE NET PROMOTER SCORE (eNPS)** for higher education
6. Uses proprietary Tritonlytics **AI, MACHINE LEARNING, AND NATURAL LANGUAGE PROCESSING**
7. **ACTIONABLE DATA** identify the “why” and enables a full story behind employee experiences
8. It is **BENCHMARKABLE** with other higher education institutions in our “*tribe*” who are willing to share best practices
9. **AND BONUS!** It is backed by a team of social scientists, statisticians, and expert programmers who literally geek out about this (*it is not just our “job”*)

Staff@Work Survey – Background

GROUNDING IN RESEARCH

- 16 years, conducted annually
- 66% response UCSD-wide
- Cronbach Alpha of .977 for internal consistency
- Principle Component Extractions (Factor Analysis)
- $R^2 = .695$ indicates a robust model of employee satisfaction

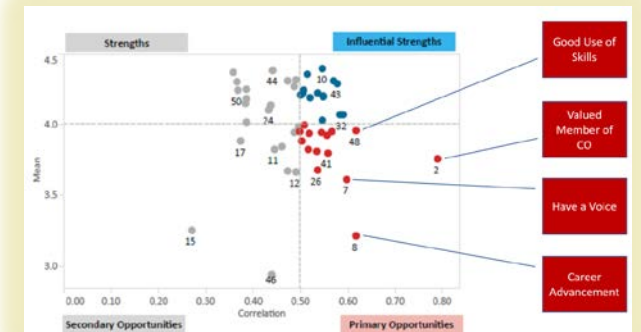
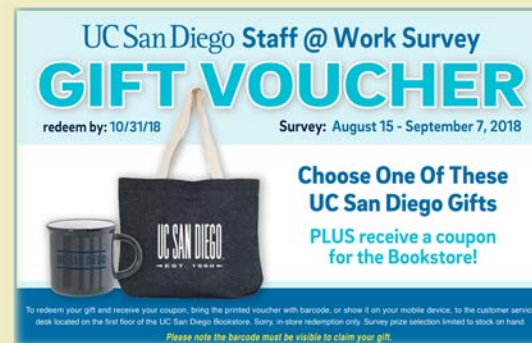
EASY TO TAKE

- Anonymous
- Emailed unique link with passcode
- 7-10 minutes to complete
- Reminder emails
- Stop, start, and submit
- Available in Spanish language
- Downloadable *Thank You* coupon

ACTIONABLE DATA

- Employee Net Promoter Score (eNPS)
- Reports at the unit, department, and organizational level
- Open ended comments, recognize colleagues
- Equity, Diversity, and Inclusion items
- Benchmark with other institutions

“70% of variance in employee satisfaction can be explained by the items in the survey”



UC San Diego's Staff@Work Survey – 2017

- **79%** of staff say they are “satisfied” or “extremely satisfied”
- **85** staff members were mentioned 3 or more times for having made a positive impact in the work environment
- **88%** of people say they understand UC San Diego's mission

“I have worked at UC San Diego for many years and still look forward to coming to work. I try not to take for granted all that UC San Diego has given me via my job.”

“Great place to work. Many changes occurring on campus to further advance UCSD as a leading research University!”

“UCSD is a leader in promoting diversity and inclusion compared to my previous employers.”

“With leadership comes productivity with the current leadership from the Chancellor, Dept Heads and management... the atmosphere at UC San Diego is a season of fresh change and direction. To be a part of the University's future is exciting and rewarding.”

Marketing & Communications

Promoted at the annual staff picnic (typically one week prior to survey launch)



UC San Diego August 21 - September 22, 2017

STAFF @ WORK SURVEY COUPON

YOUR GIFT

Choose One Of These UC San Diego Memorabilia

To redeem your gift, please present this coupon to the UC San Diego Bookstore customer service counter located on the first floor. **Please redeem by 10/31/17.** Survey price selection limited to stock on hand. If your coupon does not print the barcode, please refer back on the image and without your coupon is invalid unless we can verify printed on it.

UC San Diego Bookstore BONUS COUPON

Redeem by 10/31/17

Take \$2 off EVERY \$10 you spend!

Present this coupon to redeem your discount at UC San Diego Bookstore, Sunshine Market and Perks Coffee.

Coupon Guidelines: Valid on single purchase of eligible merchandise through 10/31/17. **Exclusions:** UCSD Carcade items, merchandise, electronics, gift cards, movie tickets and postage stamps. This coupon must be presented and redeemed at time of purchase. Discount amount based on purchase total before tax, not total purchase and previous purchases. Discount amount may be applied to multiple items. May not be combined with other offers, discounts or coupons. Not redeemable for cash. Selection limited to stock on hand.

Bookstore promotion (awning banner and e-newsletter)



THIS & THAT



UC San Diego Staff @ Work Survey - August 21 - September 22
 The Staff @ Work Survey annual asks staff about perceptions of their workplace. The survey measures items like diversity, effectiveness and goals. Once your survey is completed, rec of three UCSD gift items, to be picked up at the Bookstore. Download the [2016 Staff@Work Infographic](#) (PDF).

UC San Diego Staff @ Work Survey

GIFT VOUCHER

redeem by: 10/31/18 Survey: August 15 - September 7, 2018

Choose One Of These UC San Diego Gifts
PLUS receive a coupon for the Bookstore!

To redeem your gift and receive your coupon, bring the printed voucher with barcode, or show it on your mobile device, to the customer service desk located on the first floor of the UC San Diego Bookstore. Sorry, in-store redemption only. Survey price selection limited to stock on hand. **Please note the barcodes must be visible to claim your gift.**

Marketing & Communications

FACULTY & STAFF

Search: This Site All UCSD Sites

blink

Blink Topics v Pe



Promotion on Staff Association e-newsletter

FACULTY & STAFF

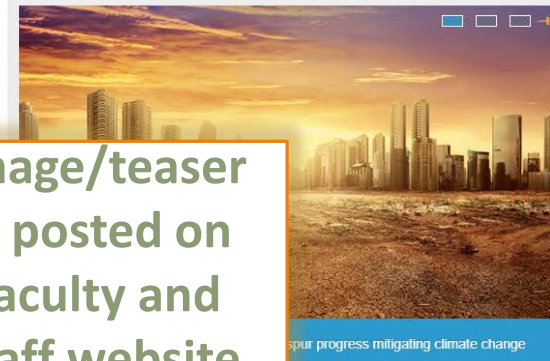
UC San Diego

Search: This Site All UCSD Sites

Find Faculty/Staff

blink

Blink Topics v Personal Tools v Business Tools v Instruction Tools v Research Tools v



Image/teaser is posted on faculty and staff website (Blink)



UC San Diego HR offers LiveScan background checks (PDF)



The 2018 Staff@Work Survey starts next week! View last year's results



Chancellor's blog: Touring the Port of San Diego



Register for the 3rd annual Research Administrator Appreciation Day (RAAD)

Dear UC San Diego LGBT Staff and Faculty Association friends~

Many of you have already completed the Staff@Work survey, but if you have not, I want to strongly encourage you to do so. The survey is one of the most important ways we assess the overall experience of staff employees at UC San Diego. Because of the incredibly rich and detailed opportunities to identify as part of the LGBTQIA+ community in the demographics section, it also allows us to ascertain the wellbeing of our community, too. For those of you who have been around for a number of years, you will notice we have continued to refine and expand options for sexual orientation and gender identity, and the good folks who design and run the survey have always been supportive of ensuring our community can be identified in all of the ways we name and describe ourselves.

The information below will help you track down your invitation to complete the survey and take it.

Also, for those of you who are advance planners, our Intergenerational Dialogues for the fall quarter are planned for Wednesday, October 3rd and Thursday, October 4th over the lunch hour. More information about RSVPing will come out in September.

Sincerely,

Shaun Travers, Ed.D.
Campus Diversity Officer &
Director, LGBT Resource Center
A Unit of Equity, Diversity and Inclusion
858 822-3493, stravers@ucsd.edu
<http://lgbt.ucsd.edu>
Pronouns: He/His/Him
 

Support UC San Diego's LGBT Resource Center with a [gift!](#)

Departments are sent friendly reminder e-mails to promote the survey

Marketing & Communications

staff@work^{survey}

YOUR OPINION MATTERS

August 15 - September 7

HOW DO YOU TAKE THE SURVEY?



Check your inbox
August 15th
for your email
invitation



Access the
survey through
your survey link
listed in the
email



Complete in
one sitting
OR
save progress
and submit by
September 7th



Redeem a gift
of your choice:
mug or
tote bag!

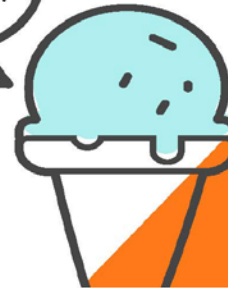
Do NOT delete or forward your email invitation!
The survey is ANONYMOUS and your unique survey link cannot be resent.

UC San Diego

To view the 2017 S@W results, visit blink.ucsd.edu/go/staffatworksurvey

ICE CREAM
PARTY

Let's get 100%
participation!

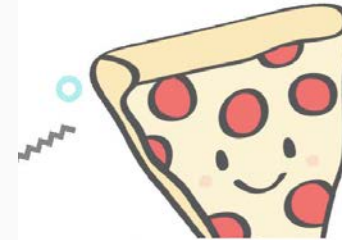


staff@work^{survey}
august 15 - september 7

For more information visit: blink.ucsd.edu/go/staffatworksurvey

PIZZA PARTY

Let's get 100%
participation!



staff@work^{survey}
august 15 - september 7

For more information visit: blink.ucsd.edu/go/staffatworksurvey

staff@work^{survey}
Your Opinion Counts!

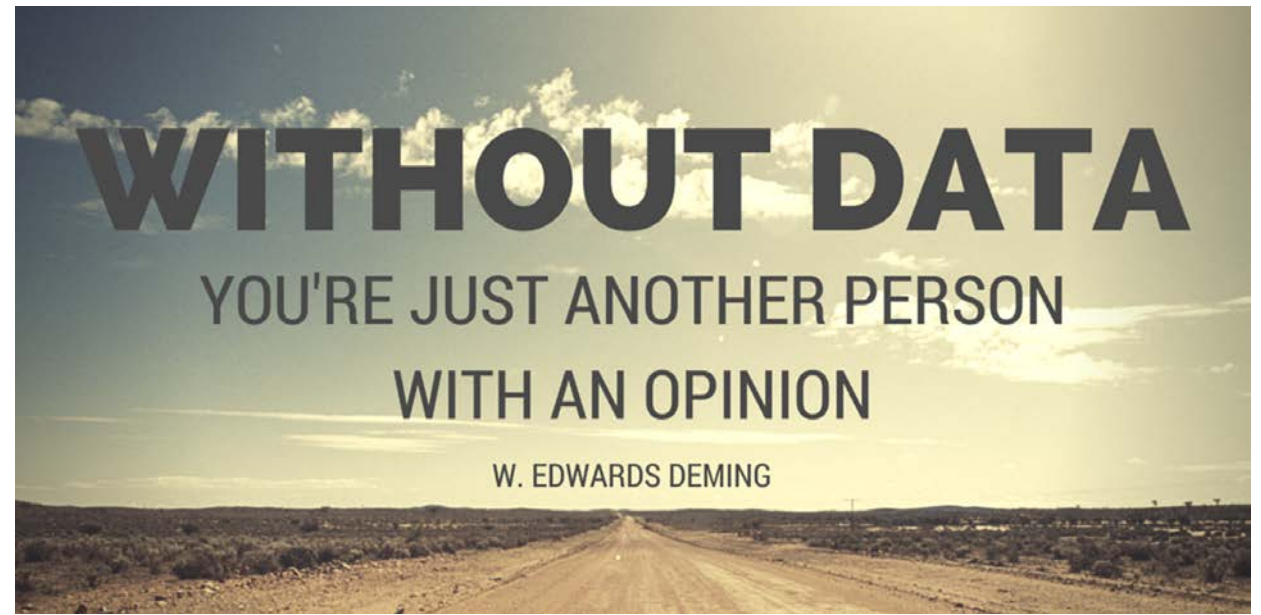
August 15 - September 7

Submit your survey and redeem your gift!



For more information visit: blink.ucsd.edu/go/staffatworksurvey

The "office kit" is emailed to VC contacts and department leaders; kit includes an instruction and incentive flyer, pizza and ice cream party suggestions



How?

HOW TO INTERPRET THE SURVEY RESULTS TO KNOW WHERE TO MAKE CHANGES (AND WHAT TO LEAVE ALONE!)

Intuitive and Actionable Reports

Descriptive statistics

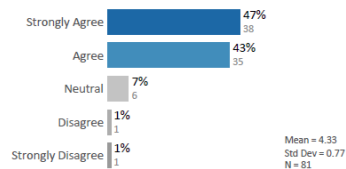


2015 - Resource Mgmt. & Planning Staff At Work Survey
ENVIRONMENT, HEALTH & SAFETY - 813

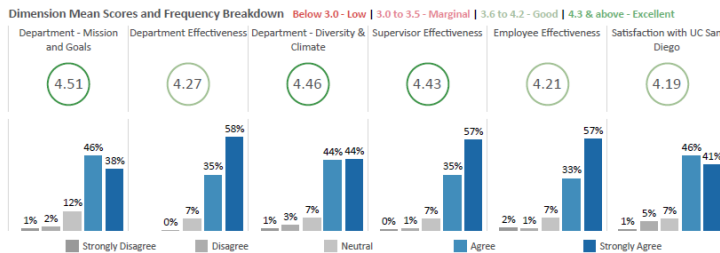
81 respondents
91% of 89 invited

4.34 average
52 questions (Scale 1-5)

Overall, I am a satisfied UC San Diego employee.

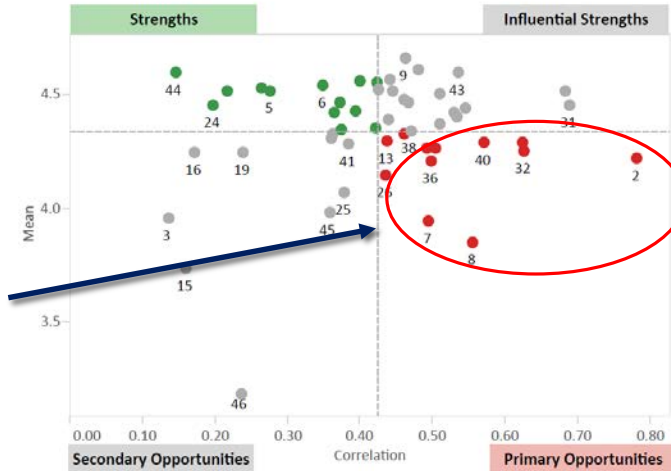


Influential Strengths	Primary Opportunities
53 Recommend UC San Diego	2 Valued Member of UC San Diego
31 Practices Principles Of Community	32 Feel Valued by Department
43 Treats With Respect	23 Participate in Decisions
30 Supports Diverse Environment	8 Career Advancement
39 Evaluated Fairly	40 Performance Evaluation



Strength & opportunity analysis: These are the items where people are saying, "I am not as happy about these things and they are also very important drivers of my satisfaction"

Strengths & Opportunities Scatterplot by Question
n/N = 81/89, Correlation Coefficient Average = 0.42, Mean Average = 4.34



Question	Mean	Correlation	Category
DEP 26. Better Ways Recognized	4.15	0.44	PO
SUP 36. Work Assigned Equitably	4.21	0.50	PO
SAT 2. Valued Member of UC San Diego	4.22	0.78	PO
DIV 32. Feel Valued by Department	4.26	0.63	PO
SAT 4. Staff Value Contributions	4.27	0.49	PO
EMP 48. Good Use Of Skills	4.27	0.50	PO
SUP 40. Performance Evaluation	4.29	0.57	PO
DEP 23. Participate In Decisions	4.30	0.62	PO
MIS 13. Measures Customer Satisfaction	4.30	0.44	PO
EMP 51. Valuable Training	4.33	0.46	PO
EMP 46. Salary & Benefits	3.19	0.24	SO
DEP 15. Adequate Staffing	3.74	0.16	SO
SAT 3. Faculty Value Contributions	3.96	0.14	SO
EMP 45. Appropriate Stress	3.99	0.36	SO
DEP 25. Resolves Staff Issues	4.08	0.38	SO
DEP 16. Have Tools	4.25	0.17	SO
DEP 19. Spirit Of Cooperation	4.25	0.24	SO
SUP 41. Advancement Opportunities	4.29	0.38	SO
DEP 22. Most Perform Responsibilities	4.31	0.36	SO
EMP 47. Get Information	4.33	0.36	SO
EMP 50. Manage Workload	4.35	0.37	ST
SUP 35. Communicates Essential Info	4.36	0.42	ST
DEP 17. Physical Work Environment	4.43	0.36	ST

Correlational analysis to identify drivers

Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

51 eNPS*
58.0% - 7.4%

Below 40 - Low
40 to 59 - Marginal
60 to 79 - Good
80 & above - Excellent

	Likelihood to Recommend										Total	
	0	1	2	3	4	5	6	7	8	9		10
Satisfied Employee	5		1					2	2	13		18
	4		1	1		5	6	8	15	4	3	43
	3				1	3	3	2	3	1		13
	2						1					4
	1	1			1	1						3
Total	3	1	1	1	2	8	10	10	20	7	16	81

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

Employee "Net Promoter Score" to understand your workforce profile of detractors and promoters



2015 - Resource Mgmt. & Planning Staff At Work Survey
ENVIRONMENT, HEALTH & SAFETY - 813

Below 3.0 - Low
3.0 to 3.5 - Marginal
3.6 to 4.2 - Good
4.3 & above - Excellent

★ Change from 2014 to 2015 is statistically significant
● Mean score greater than that of ACADEMIC AFFAIRS

ENVIRONMENT, HEALTH & SAFETY - 813
89 Invited (N)
81 Responded (n)
91% Response Rate

ACADEMIC AFFAIRS
2,083 Invited (N)
1,271 Responded (n)
61% Response Rate

Dimension	#	Question	2013	2014	2015	Chg from 2014 to 2015	2015
Satisfaction with UC San Diego	1	Satisfied Employee	3.92	4.12	4.33	↑	3.88
	2	Valued Member of UC San Diego	3.98	4.04	4.22	↑	3.69
	3	Faculty Value Contributions	3.98	3.92	3.96	↔	3.57
	4	Staff Value Contributions	4.25	4.24	4.27	↔	3.96
	5	Understand UCSD's Mission			4.52	↑	4.18
	6	Contribution to UCSD's Mission			4.54	↑	4.23
	7	Have Voice on Campus			3.95	↔	3.40
	8	Career Advancement	3.34	3.47	3.85	↑	3.14
	9	Understand Dept's Mission	4.55	4.53	4.67	↑	4.28
Department - Mission and Goals	10	Contribution to Dept's Mission	4.58	4.54	4.62	↔	4.35
	11	Annual Dept Goals	4.32	4.50	4.56	↑	3.73
	12	Measures Dept Goals	4.12	4.32	4.47	↑	3.57
	13	Measures Customer Satisfaction	4.06	4.21	4.30	↑	3.56
	14	Improves Services/Products	4.11	4.24	4.43	↑	3.72
	15	Adequate Staffing	2.85	3.34	3.74	↑	2.94
	16	Have Tools	4.02	3.82	4.25	↑	3.91
	17	Physical Work Environment	4.26	4.34	4.43	↑	4.03
	18	Physically Safe Environment	4.32	4.37	4.53	↑	4.27
	19	Spirit Of Cooperation	3.80	4.02	4.25	↑	3.86

Arrows indicate positive or negative movement and *statistical analysis inform you of significant trends

Interactive Reports with Tableau



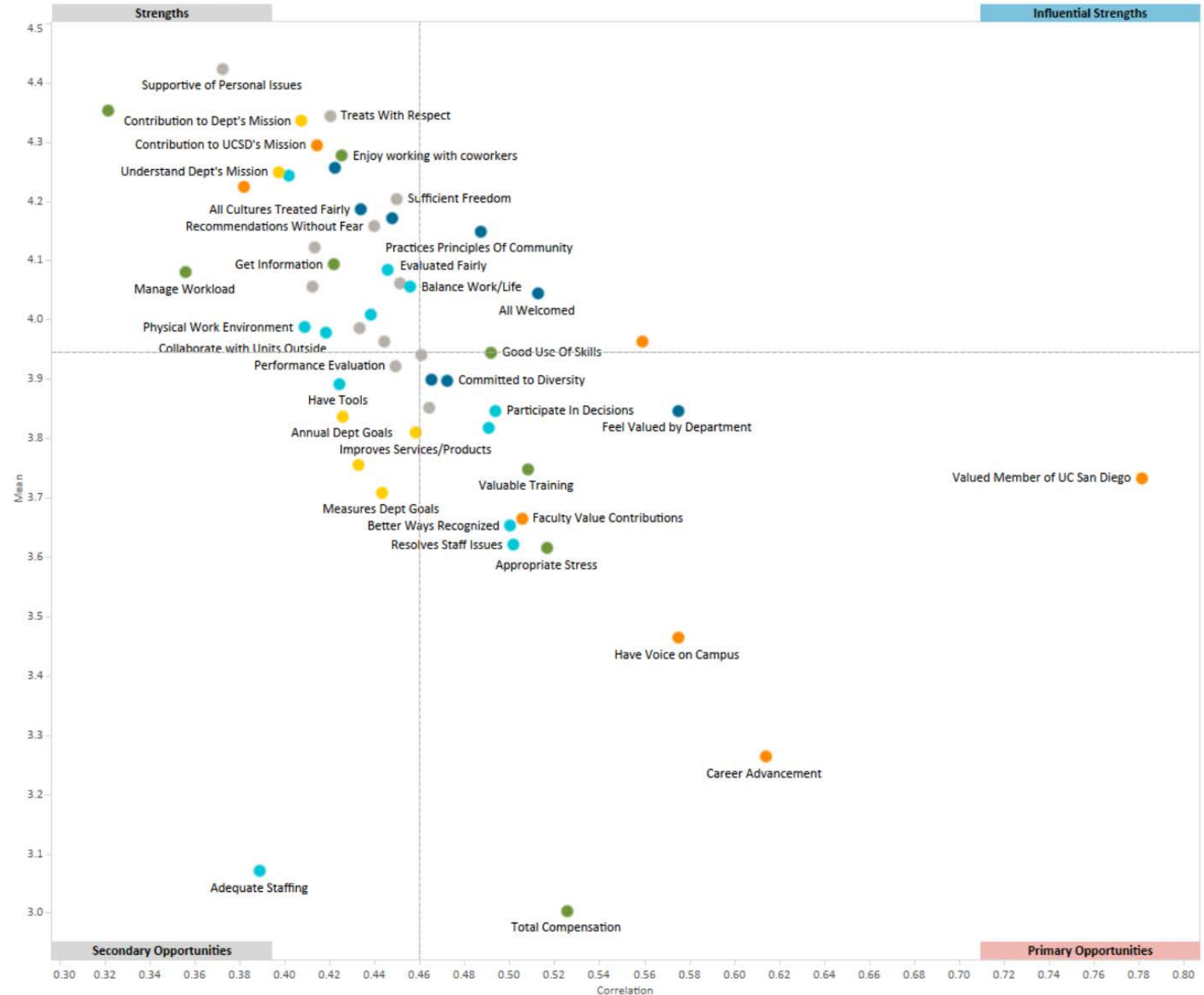
3D7AF9C5.twbx



2018 - UC San Diego Staff@Work Survey
UC San Diego

Strengths and Opportunities by Survey Question With Axes at the Average Question Mean and Average Question by Overall Satisfaction Correlation
Correlation Coefficient Average = 0.46, Mean Average = 3.95

n/N = 5,511/8,629



p_year
2018

p_client_survey
UCSD-SAW

Manual Level 1
UCSD - UC SAN DIEGO | 999...

Manual Level 2
All

Manual Level 3
All

Manual Level 4
All

Selected Gender
(All)

Selected Ethnicity

- (All)
- Am Ind/Ala Native
- Asian/Pacific Islander
- Black
- Latino
- Multi-Ethnic
- Non Stated
- Other
- White

Dimension

- Department - Diversity & Climate
- Department - Mission and Goals
- Department Effectiveness
- Employee Effectiveness
- Satisfaction with UC San Diego
- Supervisor Effectiveness

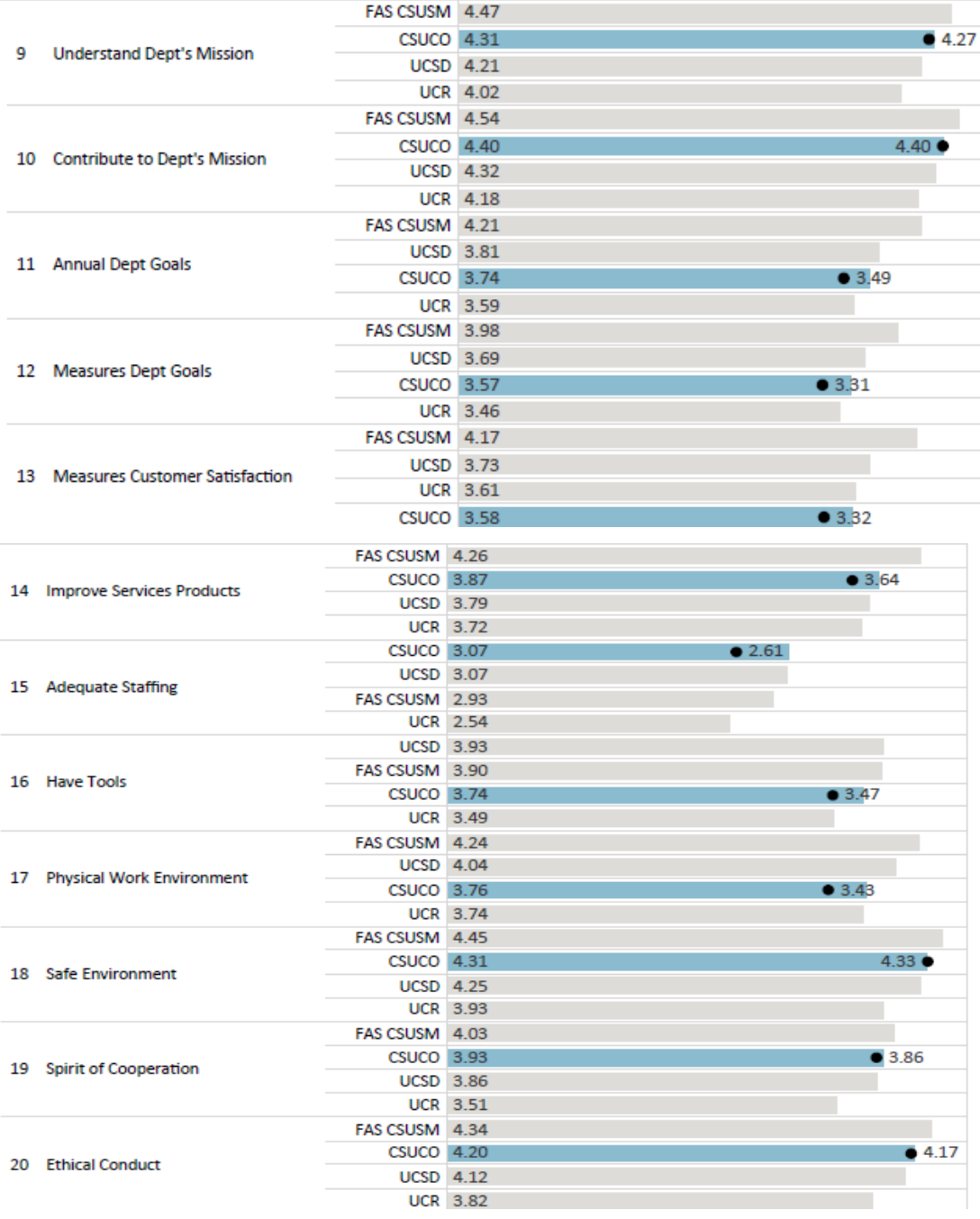
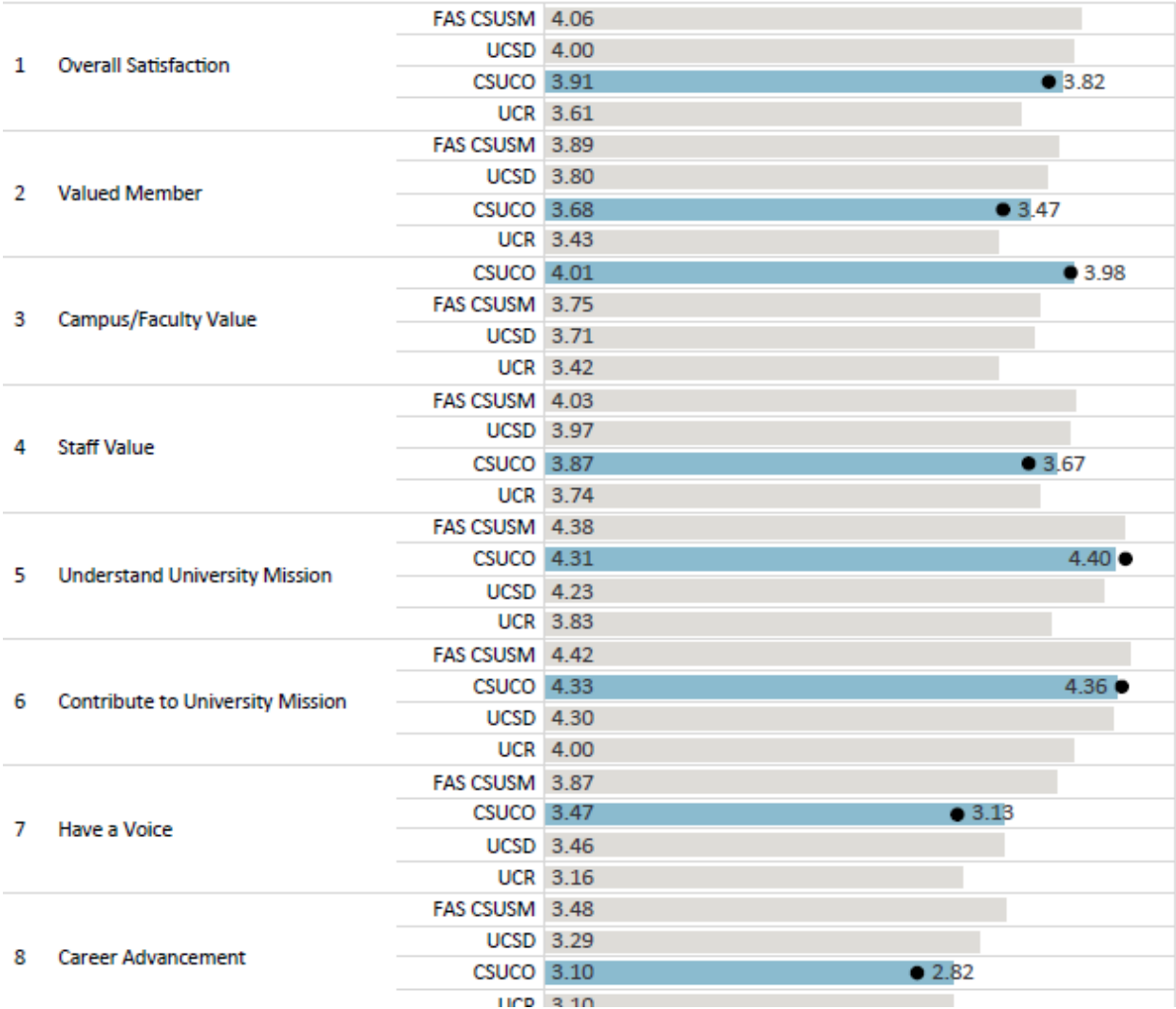
Highlight Dimension
Highlight Dimension

Highlight Question
Highlight Question

Benchmark with other institutions

● Academic & Student Affairs - All

Benchmark cohort includes UC San Diego, CSU Chancellor's Office, UC Riverside, and CSU San Marcos





UC San Diego

UCI University of California, Irvine

CSU The California State University


California State University
SAN MARCOS

W UNIVERSITY of WASHINGTON

UC DAVIS
UNIVERSITY OF CALIFORNIA


CALIFORNIA STATE UNIVERSITY
FULLERTON

CAL POLY
SAN LUIS OBISPO

UNIVERSITY OF CALIFORNIA
UC RIVERSIDE | Business and Administrative Services


CAL STATE LA
CALIFORNIA STATE UNIVERSITY, LOS ANGELES

CAL POLY POMONA

Staff@Work Survey:

63% of survey item scores increased on the most recent year-over-year survey results (2015-2016 and 2017-2018) for participating Universities.

Consistent increases in specific Department Effectiveness dimension items, **'Better Ways Recognized'** and **'Participate in Decisions'** are seen year over year.

The most significant item level increases is within the Supervisor Effectiveness dimension, with 5 items increasing year over year for each participating University.

15 survey items have improved into a higher score range, with 11 of these improving from **Good to Excellent**.



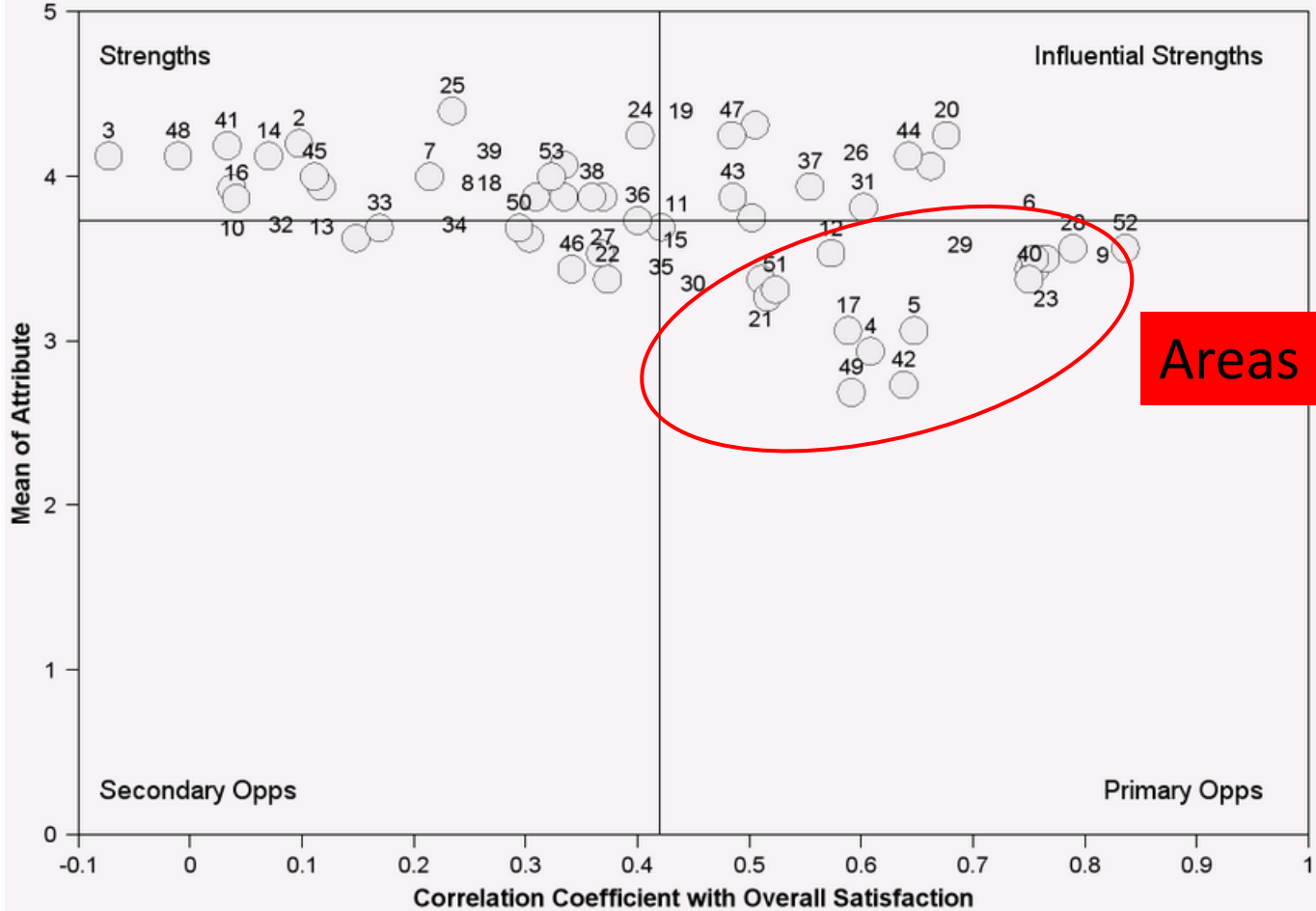
**The time for action is now.
It's never too late to do
something.**

Antoine de Saint-Exupery

Now what?

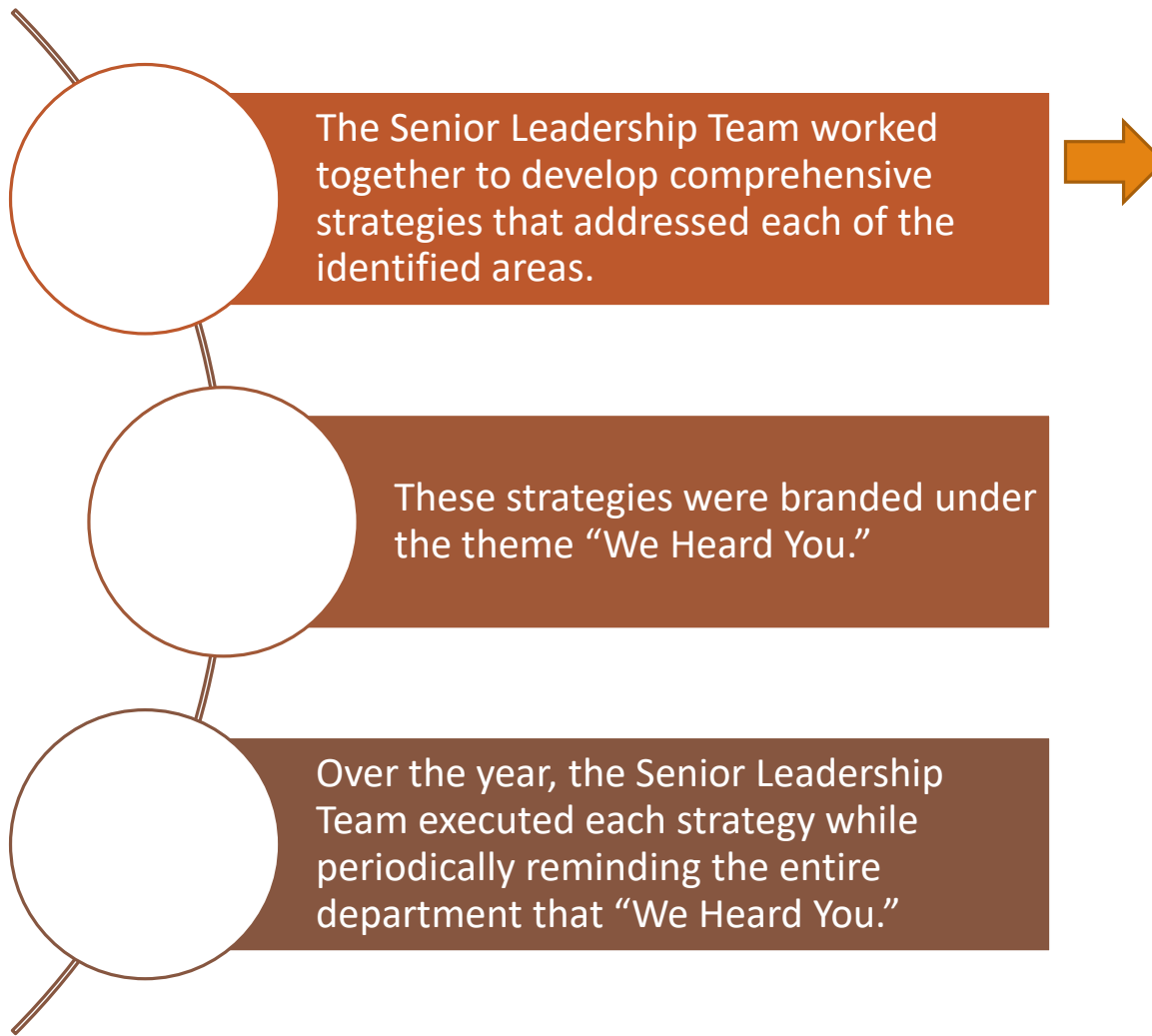
CASE STUDY OF HOW THE SURVEY CAN BE USED TO MAKE
IMPROVEMENTS TO CLIMATE

Staff@Work Case Study: "We heard you"



Areas of Opportunity

Staff@Work Case Study: Actions Taken



The Senior Leadership Team worked together to develop comprehensive strategies that addressed each of the identified areas.

These strategies were branded under the theme “We Heard You.”

Over the year, the Senior Leadership Team executed each strategy while periodically reminding the entire department that “We Heard You.”

1. Feel Valued
2. Principles of Community
3. Work/Life Balance
4. Leadership Communicates
5. Understands Mission
6. Recommend UCSD
7. Valuable Training

Some of the actions taken to address these opportunities were:

- A monthly newsletter (Inspire) for the team to highlight key accomplishments and achievements, to remind everyone of the mission and its importance, and to facilitate communication.
- Initiated quarterly training programs called “Mission Possible”, “North by Northwest” and “Get Smart.”
- Worked with all staff, through their supervisors, to provide ‘real time’ feedback and mentoring on performance and discuss ways in which additional training and resources may be of help.
- Opportunities to celebrate success together – the post Topping Out event at Bella Vista, the Denny Sanford gift announcement staff celebration, and Holiday Party.

Staff@Work Case Study: Outcomes

Outcomes:

Each team member has an understanding of the department's mission and the **importance of their contribution** to reaching the overall goals.

Each team member feels that their colleagues and supervisors **value them and their efforts**, are supportive, treat them with respect and praise their good work.

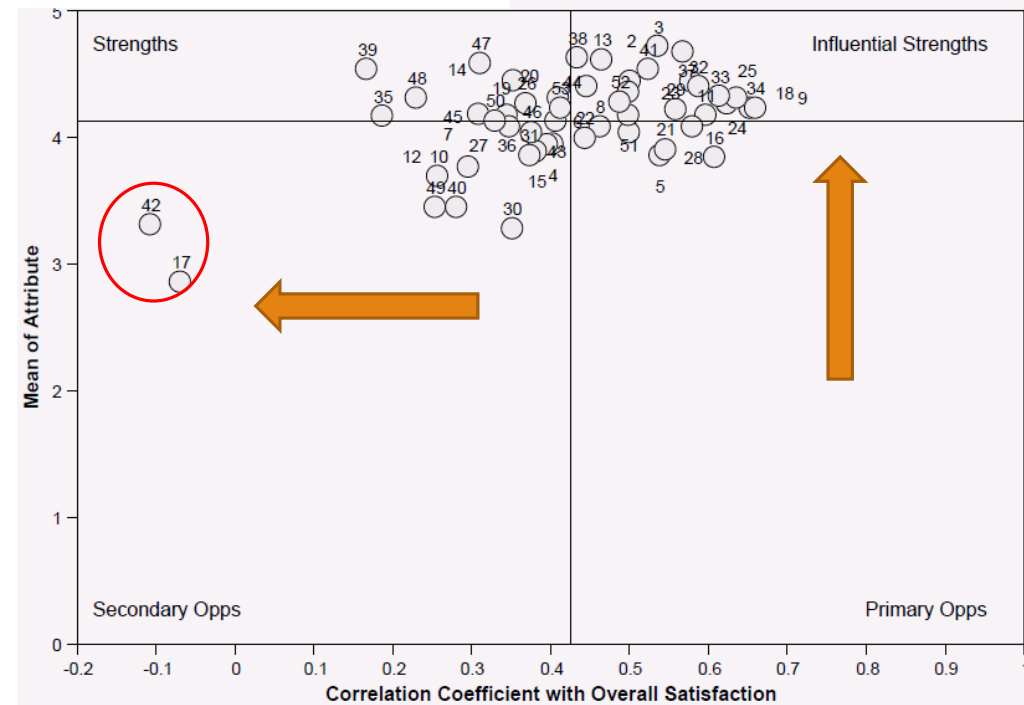
Team members are encouraged to make **recommendations to their supervisors** without fear of negative consequences

Team members have opportunity to **participate in decisions** that affect their work.

Team members are provided with **useful suggestions for improvement** in their work and performance

Area: E - Employee, D - Department, L - Leadership, S - Supervisor

Area	Question	2013	2014	2014 Mean	2014 Corr
E	51 Feel Valued	PO	IS	4.18	0.50
L	11 Staff Value Contributions	IS	IS	4.18	0.60
D	29 Principles of Community	PO	IS	4.23	0.56
L	9 Valued Member	PO	IS	4.24	0.65
S	34 Evaluated Fairly	SO	IS	4.24	0.66
D	23 Balance Work/Life	PO	IS	4.27	0.62
D	18 Have Tools	ST	IS	4.27	0.62
E	52 Recommend UCSD	PO	IS	4.29	0.49
D	24 All Cultures Treated Fairly	ST	IS	4.32	0.64
S	33 Suggestions for Improvement	SO	IS	4.33	0.61
E	44 Most Perform	IS	IS	4.36	0.50
D	20 Safe Environment	IS	IS	4.41	0.45
S	32 Praise Work	SO	IS	4.41	0.59
S	37 Supports Training	IS	IS	4.45	0.50
D	25 Sexual Orientations Treated Fairly	ST	IS	4.45	0.58
E	41 Influence Community	ST	IS	4.55	0.52
D	13 Annual Dept Goals	ST	IS	4.62	0.46
S	38 Treats With Respect	ST	IS	4.64	0.43
L	2 Understands Mission	ST	IS	4.68	0.57
L	3 Understands Contribution	ST	IS	4.73	0.54
D	16 Improves Services/Products	ST	PO	3.85	0.61
L	5 Recommendations Without Fear	PO	PO	3.86	0.54
D	21 Participate in Decisions	PO	PO	3.91	0.55
D	22 Better Ways Recognized	SO	PO	4.00	0.44
L	6 Sufficient Freedom	PO	PO	4.05	0.50
L	8 Staff Respect	ST	PO	4.09	0.46
D	28 Spirit of Cooperation	PO	PO	4.09	0.58



Crowdsourcing

FOCUSED DISCUSSION, DEEPER DIVES, GROUP SOLUTION FINDING

How to integrate Surveys and Crowdsourcing

- ❖ **Survey** to understand pain points and opinions on various subjects. Then, **Crowdsource** to deep dive into the issues identified and explore solutions
- ❖ **Survey** to gather confidential or anonymous feedback on work climate. Then, **Crowdsource** to have a transparent discussion about the issues discovered in the survey.
- ❖ **Survey** to collect objective data on customer needs and requirements. Then, **Crowdsource** to follow up with virtual focus groups on the survey results



UC SAN DIEGO STRATEGIC PLAN GOAL 5

Staff Performance Appraisal Process

EVALUATION

Overview Activity Ideas **80** Community


Idea Submission Completed Discussion & Voting Completed Evaluation In Progress Closed

What is the difference between an idea Campaign and an idea Channel?

Idea campaigns and idea channels challenge stakeholders to solve a problem based on an open-ended question, and they provide a place to focus creative thinking and foster collaboration. Campaigns are time-limited to encourage participation (think “For a Limited Time!”), and they generally focus on a specific problem or question. Channels are not time-bound and remain open for the long-term development of ideas around a broad subject.




CHANNELS

Open Channels for Your Ideas



Triton Spark

See all channels →

	IdeaBox	Idea Submission	102	02/11/2016
	Optimizing Process and Technology for Event-Related Transactions at UC San Diego	Closed	37	01/13/2016
	Staff Performance Appraisal Process	Evaluation	80	11/20/2015

Staff Performance Appraisal Campaign Description and Cockpit

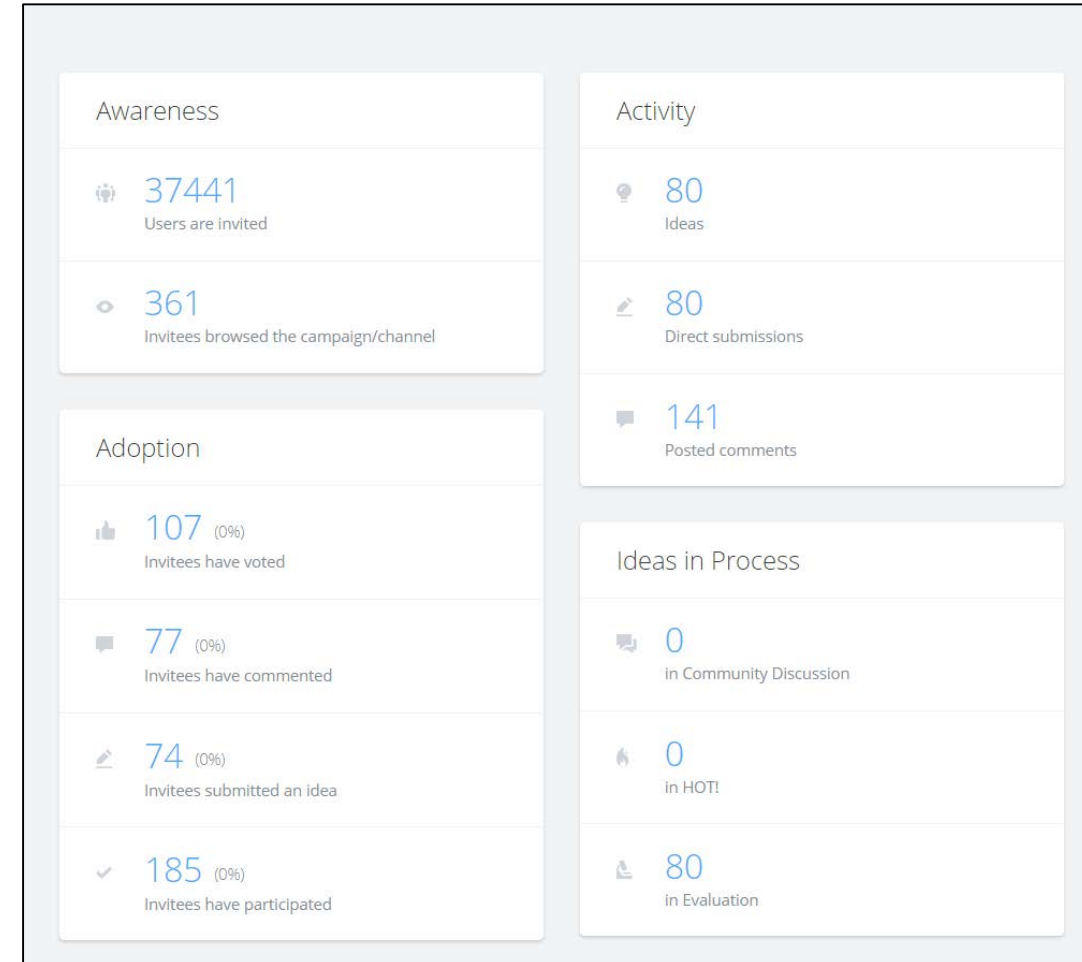
How can we simplify and standardize the staff performance appraisal process?

Human Resources is looking at ways to enhance the performance management process. As every UCSD employee should receive an annual performance evaluation it is important to identify ways to make the process more significant and easier to administer for everyone involved. The ultimate goal is to reduce administrative burden while creating a more efficient process that will provide good communication between the employee and supervisor. Improving the appraisal process will allow for a more efficient and consistent experience that will help everyone be more successful in their jobs, increase motivation, and improve morale. Your ideas are needed to help make the evaluation process effective and meaningful.











Ideas that can improve the quality and simplify the evaluation process will be considered first. Please work to enhance the existing ideas that have been submitted along with providing new ideas.

Please help us by answering the following questions:

- 1) Who do you think should be involved in the staff performance appraisal process?
- 2) What would make the staff performance appraisal more meaningful to you?
- 3) What steps could UC San Diego take to streamline and simplify the process?
- 4) What 'best practices' do you think might improve the staff performance appraisal process?



Shortlist of ideas that were adopted into Performance Appraisal Improvement Project

Logo	Title	Evaluation Sessions
	Electronic Process	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Consistent Standards	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Increase participation by ease of electronic process, acknowledgement and reporting.	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Interactive	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Merit Based Performance Appraisal System	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Inspire yourself and others by getting and providing input on performance reviews from all levels of co-workers.	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Reverse Evaluations	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Upward Appraisal of Supervisors	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	A dynamic system that can be used throughout the year	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016
	Make score advancement clear, and possible!	👉 Staff Appraisal Triage Session, Staff Appraisal Evaluation Session 02/23/2016

PROJECT OBJECTIVES AND DELIVERABLES



- Standardization - one process and tool for non-represented staff to be used across all VC areas
- Meaningful performance standards and measurement criteria and more frequent feedback
- Simplified rating scale with clearer metrics and progression
- Appraisal cycle choice
- Training for supervisors
- Electronic form - 2 to 3 pages
- Campus-wide Communication - transparency and adoption

LESSONS LEARNED

Being **heard** really matters!

Taking **action** matters even more.

Be as **transparent** as possible about the purpose and the results

Marketing and incentives are critical for participation rates

Communicate back to your staff on **actions taken**. Make the connections to the survey clear.

Use the **reports and verbatim comments together** and don't overemphasize the verbatims

Learn/share with others who are participating in these surveys

Do no harm

No witch hunts

No blaming

No shaming

Celebrate successes!



"It's important to remember that correlation does not imply causation. Besides, we all know it was Brian."

Thank you! Questions?

Would you like to join our tribe?



Contact:
Angela Song
aysong@ucsd.edu

858.822.1815